MUNICIPAL RAILWAY DEPARTMENT
MUNICIPAL TRANSPORTATION AGENCY
FY2003 EFFICIENCY PLAN

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October 31, 2003

The Municipal Railway Department
Efficiency Plan 2003

EFFICIENCY PLAN OVERVIEW

The Municipal Railway Department has prepared this efficiency plan in response to the Performance and Review Ordinance of 1999. Per the ordinance, the report includes information on Muni's strategic plan, customer service plan, annual performance plan, and performance evaluation for FY2003.

THE MUNICIPAL RAILWAY DEPARTMENT OVERVIEW

The Municipal Railway Department, or Muni, strives to provide convenient, effective, safe, and efficient public transportation services for the City and County of San Francisco. Muni has provided transit services since 1912. It is the largest transit operator in the Bay Area and the seventh largest operator in the United States based upon total ridership.

Muni offers five modes of transit service in San Francisco: motor coach, trolley coach, light rail (Muni Metro), historic street car and cable car, as well as paratransit services. About 735,000 riders use Muni each weekday, adding up to 235 million passenger trips per year. Most residential locations in San Francisco are within a quarter-mile of a transit stop. There are 80 lines in regular weekday service, and Muni operates 24 hours a day, every day of the year. Muni has seven operating division locations, as well as administrative facilities throughout San Francisco. Of Muni's 4,200 employees, over 2,000 are operators and another 1,000 are mechanics.

Muni and Proposition E

On November 2, 1999, the voters of San Francisco passed a charter amendment, Proposition E, which restructured Muni. This restructuring created a new, quasi-independent agency called the Municipal Transportation Agency (MTA). The MTA is governed by a Board of Directors, which consists of seven directors appointed by the Mayor and confirmed by the Board of Supervisors. Proposition E also established a Citizens' Advisory Council (CAC) appointed by the Mayor and the Board of Supervisors. There are 15 members on the CAC, and membership of the CAC is reflective of the diversity and neighborhoods of San Francisco. The CAC reviews Muni's proposed budget, service design and service quality plans.

Muni's Structure

Due to Proposition E, Muni operates under the auspices of the MTA. Muni consists of four divisions: General Manager, Transportation, Maintenance and Construction. In addition, three Muni departments (Finance and Administration, Capital Planning and Legislative Affairs, and Human Resources and Labor Relations) report directly to the Executive Director of the MTA. As a result of Proposition E, the Department of Parking and Traffic (DPT) also reports to the Executive Director of the MTA. DPT's efficiency plan is presented as a separate document.

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MUNI'S STRATEGIC PLANNING

In the transportation world, it can take years or even decades to move an idea to fruition in terms of creating new service or acquiring new vehicles. Thus, strategic planning is an integral part of Muni.

Muni's Mission

As an outgrowth of the passage of Proposition E in 1999, Muni initiated an ongoing dialogue with all employees and other key stakeholders about Muni's purpose and what kind of organization Muni should be. Out of this process was articulated a clear statement of Muni's mission, vision and values, presented below.

- Working together effectively, we serve our community. We provide safe, reliable, clean, accessible, and convenient transportation to any destination in the City. We are dedicated to creating the most satisfying experience possible for our employees and our riders.
- By placing people first, Muni strives to offer the maximum opportunity for employees to contribute their best and achieve career growth. We are building a model urban transit organization, internationally recognized for excellence.
- We treat each other with respect; develop trust; encourage mutual understanding; and value our diversity. We promote accountability and take pride in our work.
- Above all, we are committed to living this Mission daily in our relationships with each other and everyone in our community.

Muni's Goals

Out of this mission grew the general goals and objectives of Muni. Muni's goals revolve around five broad categories:

- Customer Service
- System Reliability
- System Performance
- Staffing Performance
- Employee Satisfaction.

Specific goals related to these categories are discussed later in this document.

Specific goals are articulated in Muni's Short Range Transit Plan, or SRTP. Every two years Muni prepares its SRTP, which is reviewed by the Citizens Advisory Committee, and is reviewed and adopted by the Board of Directors. The SRTP is Muni's primary planning document. Its span is 20 years and includes information on current and planned services, the Capital Improvement Program, and the operating financial plan. In turn, it shapes the development of the annual operating budget.

There are external factors that may present challenges to Muni accomplishing its vision. Many of them revolve around resources, in particular transit dollars, tax revenues, and fare revenues. As these decline or stay level, Muni must adapt to preserve service levels.

Performance Measures
There are a number of ways that Muni's programs are evaluated. Proposition E mandates specific performance standards that must be attained by July 1, 2004, and the MTA Board has adopted interim milestones that are reviewed quarterly. The Federal Transit Administration (FTA) reviews Muni, as does the San Francisco County Transportation Authority. External auditors audit muni's finances annually, and staff develops individual, annual performance plans. Customer satisfaction surveys are completed annually, as are surveys of staff satisfaction. Some of these are discussed in greater detail later in the report.

Recent Major Initiatives
Since the passage of Proposition E, Muni has undertaken a number of initiatives. These initiatives help Muni to implement its long-term goals, to improve its efficiency, and to achieve performance measures. Some important ones are described below.

- New Vehicles
  Upgrading Muni's revenue vehicle stock is critical to the long-term success of Muni. Muni has engaged in an extensive vehicle replacement program in the last five years, to replace an aging fleet of almost 1000 vehicles. Muni is in the midst of acquiring 375 motor coaches and plans to replace the remainder of the bus fleet, (96 vehicles), with alternative fuel vehicles. Muni is also in the process of replacing 295 electric trolley coaches with 240 standard and 33 articulated ETI coaches. Finally, in April 2003, Muni took delivery of the last of its 151 new Breda Light Rail Vehicles.

- New Systems
  New technology systems play an important supporting role in allowing Muni to effectively and efficiently provide transit services. They also play an important role in evaluating performance. Some new technology systems at Muni include SHOPS, Trapeze, and TransitSafe. SHOPS, or Shop History and On-line Parts System, will replace Muni's existing vehicle maintenance system, providing quick access to vehicle history and will allow tracking of performance in the areas of equipment availability and equipment reliability. The Trapeze system is a transit-specific scheduling package that can be used by Scheduling, Operations, Payroll and Customer Service. Trapeze will provide data to measure all criteria for Muni's on-time performance, staffing performance and customer service performance. TransitSafe is Muni's safety, security and training database that allows Muni to analyze safety, security and training trends, and track Muni's performance in customer service areas such as crime, driver training and accident reduction.

- Budget Initiatives
  There have been a number of budget initiatives undertaken which should improve Muni's efficiency. The most significant step on the revenue side was to increase fares as part of the FY2004 budget. Muni had not increased its fares since 1993, and fares had not kept pace with the rate of inflation. In addition to the fare increase, Muni has implemented significant restructuring and expenditure reductions during the economic downturn in order to maintain service levels.

- Traffic Management with Department of Parking and Traffic (DPT)
  As mentioned before, Muni and DPT both work under the auspices of the MTA. DPT is responsible for all traffic engineering, signal design and maintenance, parking management and enforcement, and traffic signage in San Francisco. DPT also controls all bus zone locations, bus lane configurations and other on-street elements crucial to Muni's efficient operation. Muni and DPT work closely together to plan and implement projects, and to ensure that Muni's services can operate safely and efficiently on City streets.

- Capital Projects -- Third Street and Translink
  The Third Street Light Rail Project is currently one of the City's largest infrastructure projects and will bring modern light rail service to the eastern side of San Francisco. The light rail line is under construction now and will replace much of the 15-Third Street motor coach line, creating a city-wide network of modern light rail. In its first phase, the project will extend light rail service south from Fourth and King streets to the edge of the County line, near the Bayshore Caltrain Station. It is planned for the second phase of Third Street to extend light rail north from King Street along Third Street, across Market Street and into Chinatown. As a necessary part of Third Street, Muni is constructing a new maintenance and operations facility to accommodate the storage, maintenance and operation of light rail vehicles.

  Translink is another important project for Muni. It is a regional fare coordination program, designed to develop a single fare instrument that can be used on all Bay Area public transportation services. The goal of the program is to make transferring between operators easier for riders through the use of a single fare instrument for multiple operators. Muni and five other regional transit operators participated in the demonstration phase. The second phase is now in the planning stages.

- Safety/Security
  Safety and security are two areas of focus for Muni. Safe operation of Muni vehicles is a top priority. Muni conducts training for operators on accident prevention and pedestrian safety, and has an operator compliance program in which division training instructors ride with operators and review all aspects of their performance. It is critical that Muni employees and customers feel safe when on Muni and in Muni facilities. On-board security cameras are a part of that effort and have been placed on 472 motor and trolley coaches. In addition, Muni participates in local and regional security/emergency preparedness drills and exercises, and is actively involved with the Federal Transit Administration and the Department of Homeland Security to improve transit security in San Francisco.

CUSTOMER SERVICE

While Muni's strategic plan keeps its vision focused on the future, it is customer service that helps keep Muni focused on the present. Customer service is central to Muni's mission. It provides a consistent reference point against which Muni's efforts can be measured.

Muni's Customers and Service Quality Standards
Muni's customers include the citizens of San Francisco, tourists, people who work in San Francisco, Muni users and Muni employees. San Francisco is very densely populated, with a daytime population that grows by a third due to workers and visitors coming into the City. San Francisco residents are much more likely to use public transit; 31 percent of the population commutes by transit, compared to 10 percent of the population in other Bay Area counties. San Francisco also has the lowest rate of car ownership in the Bay Area and the lowest miles traveled per person. Muni also has over 18,000 registered paratransit users.

Customer service goals are developed as a part of the Proposition E milestones. These goals are updated annually and are reported on quarterly. In addition, Muni conducts an annual survey of riders and staff to see how well its goals are being met. More details about the survey follow.

ANNUAL PERFORMANCE PLAN

As discussed above, Muni's mission and vision shape the development of the Short Range Transit Plan (SRTP) and the annual operating budget. Given the forward looking aspect of the SRTP in particular, Muni's performance plan takes into account long term accomplishments and goals. In turn, these documents, in concert with specific performance standards, provide annual performance goals for Muni to achieve.

As mentioned above, Proposition E mandated specific performance standards that must be met by July 1, 2004. Two of the most important are standards for on-time performance and service delivery, and the adoption of a plan to reduce unscheduled absences. In addition to these goals, the MTA Board of Directors is required to adopt interim milestones and standards every year. These standards are updated periodically and must be reported on quarterly. As a result, they provide one of management's most powerful tools for monitoring Muni's performance.

Performance standards fall within five broad categories: Customer Service, System Reliability, System Performance, Staffing Performance and Employee Satisfaction. Within these categories, specific targets are developed. These are discussed in greater detail in the following section. In order to ensure that Muni managers and staff are focused on meeting their service standards every year, annual performance plans for staff are developed. At annual performance reviews, individual staff performance is measured against the goals established at the beginning of the year. In addition, if Muni meets certain key performance standards, employees are rewarded as a part of an incentive plan.

Verification and validation of Muni's accomplishments towards reaching its goals is an important part of its performance plan. The method used varies depending on the specific goal, but it includes twice a year surveys of lines, monthly measurements and daily recording with monthly tallies. In addition, Muni relies on information gathered through its survey of customers and staff as a way to check Muni's success in meeting its goals. Finally, by City of San Francisco charter, Muni is required to hire an outside consulting firm every two years to audit Muni's performance in reaching the Proposition E mandated service standards, to evaluate whether the standards are appropriate measures of service, and to provide recommendations on how to achieve the standards. The results of the first of these audits are expected by early 2004.

Muni is an unusual public transit system and an unusual City department. Most large public transit systems in the United States are completely independent agencies or authorities. Muni is not because it is a department of the City. However, unlike many City departments, Muni does operate with quasi-independent status, giving Muni more control over some aspects of its governance.

MUNI 2002-2003 PERFORMANCE

As mentioned above, there are five general areas of performance goals for Muni. Within each of these areas, there are multiple, specific goals that are measured through Muni's quarterly service standards review.[1] Some of the most important of these are discussed below.

Performance Measures:

System Reliability

On Time Performance – Percentage of Vehicles That Run on Time

FY2001 Actual	FY2002 Actual	FY2003 Goal	FY2003 Actual
65.5%	71.9%	75%	70.9%

This figure stayed almost level with FY2002 actuals, but did not achieve the FY2003 goal primarily because of vehicles leaving and arriving early. Efforts are now being reinforced to curtail early departures and remain on schedule.

Percentage of Scheduled Hours or Service and Equipment that are Delivered

FY2001 Actual	FY2002 Actual	FY2003 Goal	FY2003 Actual
94.53%	97.8%	97.5%	94.52%

This measure fell compared to FY2002 actuals and did not achieve the FY2003 goal due primarily to a shortage of Cable Car operators and a reduction in the amount of overtime used to backfill absences. Overtime spending was reduced as a part of the cost saving strategy undertaken as part of the ongoing economic slowdown.

Percentage of Vehicle Passups – Vehicles that pass published time points unable to pick up passengers due to crowding without being followed within three minutes or less by another vehicle on the same route with space for all waiting passengers

FY2001 Actual	FY2002 Actual	FY2003 Goal	FY2003 Actual
Not applicable	0.33%	Less than 5%	1.62%

System Performance

To achieve $100 million in fare revenue in FY2003 (this is an annual measurement)

[1] It should be noted that for most service standards, the 4th quarter figure is the one used to detail the accomplishments of the year. There are some cases where that is not true; those will be noted as such.

FY2001 Actual	FY2002 Actual	FY2003 Goal	FY2003 Actual
$104,155,285	$98,238,836	$100,000,000	$97,367,713

Due to the prolonged economic downturn, the FY2003 goal was not achieved.

To achieve 3.6 million revenue hours and to achieve 25 million revenue miles (this is an annual measurement)

	FY2001 Actual	FY2002 Actual	FY2003 Goal	FY2003 Actual
Hours	3,068,321	3,307,543	3,6000,000	Not available
Miles	24,735,581	26,613,598	25,000,000	Not available

This information will not be available until November 2003, as a part of the National Transit Database.

Staffing Performance

No greater than a five percent vacancy rate (this is an annual measure).

FY2001 Actual	FY2002 Actual	FY2003 Goal	FY2003 Actual
Not available	3.7%	Less than 5%	4.2%

Customer Service
75 percent of all Passenger Service Reports will be resolved within 30 days.

FY2001 Actual	FY2002 Actual	FY2003 Goal	FY2003 Actual
90% closed in 30 days	70% closed in 30 days	75% closed in 30 days	78% closed in 30 days

Passenger Service Reports will reduce by 10 percent annually (this is an annual measure).

FY2001 Actual	FY2002 Actual	FY2003 Goal	FY2003 Actual
12,931	13,373	12,036	12,704

While Muni did not achieve its FY2003 goal, the number of PSRs did go down in FY2003 from FY2002.

5 percent reduction in accidents (this is an annual measure).

FY2001 Actual	FY2002 Actual	FY2003 Goal	FY2003 Actual
3,043	2,913	2,767	2,966

Muni has moved to a new accident reporting system, which is more accurate than the previous one. The newly installed Transit Safe data collection system has been able to capture more accurate and comprehensive data than was available with the previous manual system.

Employee Satisfaction

Provide 50,000 annual hours of employee training or approximately 20 hours per FTE.

FY2001 Actual	FY2002 Actual	FY2003 Goal	FY2003 Actual
53,296	50,880	50,000	31,241

Muni was not able to achieve its FY2003 goal because budget pressures restricted training opportunities, primarily for administrative (rather than operational) staff.

Customer Survey:
In addition, there are results from the annual survey of riders that indicate what users of Muni think of the job Muni is doing. Overall, Muni riders believe that Muni is doing a good job, and is getting better. Some results are listed below.

Percentage of respondents who feel that Muni's service is excellent, good, or fair.

FY2001	FY2002	FY2003
83%	90%	94%

Percentage of riders who rate Muni's vehicles as excellent or good.

FY2001	FY2002	FY2003
83%	90%	94%

Percentage of riders who feel that public transportation such as Muni is very important in their lives.

FY2001	FY2002	FY2003
65%	68%	70%

Muni Staff Survey:
Finally, there is the annual survey of Muni staff. Overall, the results show that Muni employees are satisfied by their work. FY2003 was a harder year in some categories, most likely in reaction to some of the budget cuts implemented in response to the continuing economic downturn.

Percentage of Muni employees who are very satisfied to somewhat satisfied with their jobs.

FY2001	FY2002	FY2003
89%	90%	79%

Percentage of Muni employees who feel very or somewhat appreciated by riders.

FY2001	FY2002	FY2003
54%	56%	66%

Percentage of Muni employees who are very or somewhat proud of the work they do for Muni.

FY2001	FY2002	FY2003
91%	92%	90%

Finally, attached to this report is a copy of the FY2004 service standards, as mandated by Proposition E.

Attachment: FY2004 Service Standards

DEPARTMENT WIDE SERVICE STANDARDS

The Executive Director and the Municipal Transportation Agency Board of Directors certify that the budget is adequate in all respects to allow the department to make substantial progress toward meeting the goals, objectives, and performance standards established pursuant to Section 8A.103 of the provisions of the San Francisco Charter. These performance standards are outlined below.

a. SYSTEM RELIABILITY

1a. % of Vehicles that run on time according to published schedules (no more than 4 minutes late or 1 minute early) measured at terminals and established intermediate points.

GOAL: No less than 85% on July 1, 2004

Purpose: To measure schedule adherence

Definition of Measurement: Each line will be checked at least once in each six-month period. Such checks shall be conducted no less often than 10 weekdays and weekends per check. An annual checking schedule shall be established for the routes. The order in which the routes are checked will be determined monthly through a random selection process. To the extent automated systems can be substituted at less cost for such checks, or the measurement of any performance standard, such systems must be used.

Method of Measurement: Check the designated lines using criteria of -1 minute to + 4 minutes. " Periods of time includes morning rush (6 a.m. to 9 a.m.) midday (9 a.m.- 4 p.m.) evening rush (4 p.m. to 7 p.m.) and night (7 p.m. to 1 a.m.)." Supervisory personnel shall conduct a one-hour, on time, and load standard check at a maximum load point at mid-route during all four time periods stated above."

Milestones:

FY2001	FY2002	FY2003	FY2004
65%	70%	75%	**85%**

FY 04 Quarterly Goals For the Employee Incentives			
1st Q	2nd Q	3rd Q	4th Q
80%	82%	83%	85%

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FY02/03 On-Time Performance Measurement – GOAL is 75%							
		LRV	Cable Car	Trolley	Motor Coach	SYSTEM WIDE	3rd Q Goal
4th Q FY02		67.8%	70.9%	76.1%	69.9%	71.9%	
FY 02/03	1st Q	64.3%	69.9%	**73.1%**	70.4%	70.1%	**74%**
	2nd Q	66.6%	72.6%	**74.6%**	68.8%	70.7%	
	3rd Q	66.9%	68.2%	**74.6%**	67.2%	70.0%	
	4th Q	69.1%	67.0%	73.5%	71.3%	70.9%	

2a. % of Scheduled service hours that are delivered and percentage of scheduled vehicles that begin service at the scheduled time.

GOAL: No less than 98.5% on July 1, 2004

Purpose: To measure service hours through available operators and available equipment, actually deployed in revenue service, along with the percentage of equipment available for service.

Definition of Measurement: Monthly measurement of the percent of total available hours for service measuring operators and equipment and percentage of equipment available daily.

Method of Measurement: Both operators and equipment are measured as to the total number of hours in service as a percentage of the total scheduled hours. Data come from the online Dispatching System. Measurement of the vehicles that begin service at the scheduled time will be provided from the 8 a.m. and 6 p.m. "Not-Out Report" generated by Central Control and will show the percent of vehicles that went out at the scheduled time for both the a.m. and p.m. pullout.

Milestones:

FY2001	FY2002	FY2003	FY2004
96.5%	97%	97.5%	98.5%

Scheduled Hours of Service and Equipment that are Achieved
GOAL is 97.5%

Mode	1st Q Op Avail.	1st Q Equip Avail.	1st Q Total Avail.	2nd Q Op Avail.	2nd Q Equip Avail.	2nd Q Total Avail.	3rd Q Op Avail.	3rd Q Equip Avail.	3rd Q Total Avail.	4th Q Op Avail.	4th Q Equip Avail.	4th Q Total Avail.
SYSTEM WIDE	97.45%	99.92%	97.37%	97.59%	99.87%	97.46%	96.73%	99.97%	96.70%	94.63%	99.90%	94.52%
Motor Coach	97.40%	99.95%	97.35%	97.61%	99.95%	97.56%	97.14%	99.99%	97.14%	94.58%	99.97%	94.54%
Flynn	97.61%	99.92%	97.53%	96.96%	99.96%	96.92%	96.72%	99.98%	96.70%	93.41%	99.92%	93.34%
Woods	97.19%	99.98%	97.17%	98.06%	99.98%	98.04%	97.73%	99.99%	97.72%	93.55%	99.99%	93.55%
Kirkland	97.52%	99.94%	97.46%	98.14%	99.90%	98.04%	96.67%	100%	96.67%	96.81%	99.97%	96.77%
Trolley Coach	98.90%	99.96%	98.86%	98.41%	99.96%	98.37%	98.14%	99.99%	98.13%	97.60%	99.88%	97.48%
Potrero	98.65%	99.96%	98.61%	98.18%	99.96%	98.14%	98.97%	99.99%	98.95%	98.03%	99.85%	97.87%
Presidio	99.21%	99.95%	99.15%	98.70%	99.95%	98.64%	97.13%	99.99%	97.12%	97.08%	99.91%	96.99%
LRV	96.89%	99.90%	96.79%	97.48%	99.84%	97.32%	95.03%	99.99%	95.02%	94.52%	99.79%	94.31%
Cable Car	89.46%	99.50%	88.96%	89.97%	98.48%	88.44%	87.01%	99.60%	86.61%	73.62%	99.70%	73.32%

3a. Missed service due to either insufficient vehicles or driver unavailability as a percentage of scheduled service hours.

GOAL: No greater than 1.5% on July 1, 2004

Purpose: To measure service hours through available operators and available equipment, actually deployed in revenue service, along with the percentage of equipment available for service.

Definition of Measurement: Monthly measurement of percent of total available hours missed for service measuring operators and equipment and percentage of equipment available daily.

Method of Measurement: Both operators and equipment are measured as to the total number of hours in service missed as a percentage of the total scheduled hours. Data comes from the online Dispatching System.

Milestones:

FY2001	FY2002	FY2003	FY2004
3.5%	3%	2.5%	1.5%

Scheduled Hours of Service and Equipment that are Missed GOAL is No Greater than 2.5%

Mode	1st Q Op Avail.	1st Q Equip Avail.	1st Q Total Avail.	2nd Q Op Avail.	2nd Q Equip Avail.	2nd Q Total Avail.	3rd Q Op Avail.	3rd Q Equip Avail.	3rd Q Total Avail.	4th Q Op Avail.	4th Q Equip Avail.	4th Q Total Avail.
SYSTEM WIDE	2.55%	.08%	2.63%	2.41%	.13%	2.54%	3.27%	0.03%	3.30%	5.37%	**0.10%**	5.48%
Motor Coach	2.60%	.05%	2.65%	2.18%	.05%	2.23%	2.86%	0.01%	2.87%	5.42%	**0.03%**	5.46%
Flynn	2.39%	.08%	2.47%	3.04%	.04%	3.08%	3.28%	0.02%	3.30%	6.59%	**0.08%**	6.66%
Woods	2.81%	.02%	2.83%	1.94%	.02%	1.96%	2.27%	0.01%	2.28%	6.45%	**.01%**	6.45%
Kirkland	2.48%	.06%	2.54%	1.86%	.01%	1.96%	3.33%	0.00%	3.33%	3.19%	**0.03%**	3.23%
Trolley Coach	1.10%	.04%	1.14%	1.59%	.05%	2.23%	1.86%	0.01%	1.87%	**2.40%**	**0.12%**	2.52%
Potrero	1.35%	.04%	1.39%	1.82%	.04%	1.86%	1.03%	0.01%	1.05%	**1.97%**	**0.15%**	**2.13%**
Presidio	.79%	.05%	.85%	1.30%	.05%	1.36%	2.87%	0.01%	2.88%	2.92%	**0.09%**	3.01%
LRV	3.11%	.10%	3.21%	2.52%	.16%	2.68%	4.97%	0.01%	4.98%	5.48%	**.021%**	5.69%
Cable Car	10.54%	.50%	11.04%	10.03%	1.52%	11.56%	12.99%	0.40%	13.39%	26.38%	**0.30%**	26.68%

4a. % of vehicles that pass published time points during measurement periods unable to pick up passengers due to crowding without being followed within 3 minutes or less by another vehicle on the same route with space for all waiting passengers.

GOAL: Less than 5%

Purpose: To measure crowding in vehicles

Definition of Measurement: Pass-ups shall be conducted no less often than 10 weekdays per month. At the beginning of each quarter, supervisory personnel will review all the lines checked in the previous quarter, and identify the five lines with the highest load factors, and the time period these load factors occurred. Supervisory personnel will then check those five lines, during the time period that the high load factor occurred, each month during the coming quarter for pass-ups. Supervisory personnel will check to see if any PSRs for pass-ups were made for any of those five lines, and if the location of the pass-up was recorded. If it was recorded, supervisory personnel will use that point as the point to check for pass-ups. If there are no locations recorded, supervisory personnel will use the stop just before the MLP

Method of Measurement: " Periods of time includes morning rush (6 a.m. to 9 a.m.) midday (9 a.m.- 4 p.m.) evening rush (4 p.m. to 7 p.m.) and night (7 p.m. to 1 a.m.).

Milestones:

FY2004
Less than 5%

5a. Peak period passenger load factors

GOAL: No greater than 85 % of combined seating & standing capacity

Purpose: To measure load factors at peak periods

Definition of Measurement: Each line will be checked twice a year. Such checks shall be conducted no less often than 10 weekdays and weekends per check. An annual checking schedule shall be established for the routes. The order in which the routes are checked will be determined monthly through a random selection process. To the extent

automated systems can be substituted at less cost for such checks, or the measurement of any performance standard, such systems must be used.

Method of Measurement: " Periods of time includes morning rush (6 a.m. to 9 a.m.) midday (9 a.m.- 4 p.m.) evening rush (4 p.m. to 7 p.m.) and night (7 p.m. to 1 a.m.). Supervisory personnel shall conduct a one-hour, on time, and load standard check at a maximum load point at mid-route during all four time periods stated above."

Milestones:

FY2004
No Greater than 85%

6a. Actual headways against scheduled headways on all radial express, cross-town, secondary, and feeder lines for peak, base, evening, and late night services.

GOAL: Operate no less than 85% of the time within 30% or 10 minutes of scheduled headway. (whichever is less)

Purpose: Measurement of scheduled headways against actual headways.

Definition of Measurement: Each line will be checked twice a year. Such checks shall be conducted no less often than 10 weekdays and weekends per check. An annual checking schedule shall be established for the routes. The order in which the routes are checked will be determined monthly through a random selection process. To the extent automated systems can be substituted at less cost for such checks, or the measurement of any performance standard, such systems must be used. Actual headways against scheduled headways on all radial express, cross-town, secondary, and feeder lines for peak, base, evening, and late night services. Will also check lines during periods when their headway is greater than 10 minutes.

Method of Measurement: Check the headways of designated lines. " Periods of time includes morning rush (6 a.m. to 9 a.m.) midday (9 a.m.- 4 p.m.) evening rush (4 p.m. to 7 p.m.) and night (7 p.m. to 1 a.m.). Supervisory personnel shall conduct a one-hour, on time, and load standard check at a maximum load point at mid-route during all four time periods stated above."

Milestones:

FY2001	FY2002	FY2003	FY2004
80%	85%	85%	85%

HEADWAY ADHERENCE	3rd Q	FY03 GOAL
MOTOR COACH	68.3%	Operate no less than 85% of the time within 30% or 10 minutes of scheduled headway
TROLLEY	64.4%	
SYSTEM-WIDE	67.1%	

7a. % vehicle availability and reliability (mean distance between failure) by mode.

GOAL: No less than 98.5% Vehicle Availability

Purpose: To measure the percentage of equipment available for service.

Definition of Measurement: Monthly measurement of availability as a percentage of vehicles at each facility available at 7 a.m. and 4 p.m. on non-holiday weekdays against peak demand requirements. An additional

measurement is added which shows the number of days when a facility (mode) does not have 100% availability.

Method of Measurement: The Vehicle Maintenance System provides the data for all modes with the exception of Cable Car. A vehicle is considered available for service if it is available for assignment to an operator no later than 7 a.m. and 4 p.m.

Milestones:

FY2004
98.5%

AM/ PM Vehicle Availability	1st Q AM	1st Q PM	2nd Q AM	2nd Q PM	3rd Q AM	3rd Q PM	4th Q AM	4th Q PM
Motor Coach	99.2%	99.4%	99.5%	99.8%	99.9%	99.9%	**99.7%**	**99.6%**
Flynn-Artic	99.9%	99.8%	100%	99.9%	99.9%	99.9%	**98.9%**	98.2%
Kirkland	97.8%	95.5%	100%	100%	100%	99.9%	**99.9%**	**99.9**
Woods	100%	99.1%	99.9%	99.7%	100%	100%	**100%**	**100%**
Trolley Coach	99.9%	99.1%	100%	100%	99.9%	99.8%	**99.9%**	**99.8%**
Potrero-Artic	99.5%	99.3%	100%	100%	100%	100%	**99.4%**	98.4%
Potrero	100%	97.7%	100%	100%	100%	100%	100%	100%
Presidio	100%	99.9%	100%	100%	99.9%	99.6%	100%	100%
Light Rail	96.8%	96.5%	99.3%	98.9%	99.2%	98.5%	**98.6%**	97.8%
F-Line	100%	100%	98.1%	99.3%	99.8%	99.7%	**100%**	**100%**
Cable Car	100%	100%	100%	100%	100%	100%	**100%**	**100%**

8a. Unscheduled absences by operator, mechanical and administrative personnel.

GOAL: Annual 5% reduction of YTD average for Maintenance (Mechanical), 10% reduction for Transportation (Operators) and 5% reduction for Administration.

Purpose: To measure unscheduled absences

Definition of Measurement: Monthly measurement of unscheduled absences is defined as time that is not scheduled in advance and includes the following payroll categories:

Sick pay (with pay), Sick Leave (without pay), AWOL, Worker's Comp, SDI, and Assault Pay.

Method of Measurement: The online Attendance Tracking System currently provides the data as a calculation of scheduled hours available against unscheduled hours. Unscheduled absences is tracked for operators, mechanical and administrative staff by mode.

Milestones:

DIVISION	FY2004
Maintenance	5% Reduction of FYTD
Administration	5% Reduction of FYTD
Operations	5% Reduction of FYTD
Transit Operators	10 % Reduction of FYTD

FY04 Goals will be based on a percentage improvement of year-end achievement.

FY02/03 % Unscheduled Absences								
	FY02 Actual %	1st Q	2nd Q	3rd Q	4th Q	FY03 Actual	FY03 GOAL	FY04 GOALS
Maintenance	7.6%	5.91%	6.06%	6.09%	6.65%	6.2%	7.2%	5.9%
Administration	6.0%	4.81%	4.85%	5.26%	5.15%	5.0%	5.7%	4.8%
Operations	8.1%	6.21%	6.62%	8.09%	7.95%	7.2%	7.7%	6.8%
Transit Operators	12.8%	11.26%	11.02%	10.98%	10.96%	11.1%	11.5%	10.0%

9a. Miles between roadcalls by mode

GOAL: Increase the miles between roadcalls

Purpose: Measure reliability through the miles a vehicle travels between failures.

Definition of Measurement: Monthly measurement is currently dictated by the Federal Transit Administration as follows: "Failures are classified as either a major or minor failure of an element of the vehicle's mechanical system. For each incident of a major or minor failure, report whether the vehicle completes the trip or the vehicle does not complete the trip. If the failure occurs during deadhead or layover, include this in revenue vehicle system failures."

Method of Measurement: Data is collected and input into the online Vehicle Maintenance System for all revenue vehicles except for Cable Car, which has it's own internal tracking system. Reports are generated and the data for roadcalls is analyzed against the Central Control log. All verifiable major and minor mechanical defects are included as part of the Mean Distance between defects number. Areas that do not result in a chargeable roadcall to the maintenance shops include accidents, sick passengers, vandalism, body damage and broken windows.

Milestones:

FY2004
Increase Miles

Miles Between Roadcalls								
Mode	FY02 4th Q Actual	1st Q	2nd Q	3rd Q	4th Q	FY03 Actual	FY03 GOAL	FY04 GOAL
Flynn-Artic Division	1929	2185	1958	2729	3003	2299	1750	2000
Woods Division	1760	1847	1877	2493	2802	2176	2500	2750
Kirkland Division	2381	2301	2810	3063	3992	2918	3000	3000
Potrero Division	665	641	649	709	687	670		
Artic Potrero	508	587	498	592	583	541	650	675
Standard Potrero	795	683	765	781	861	762	1000	1000
Presidio Division	1223	1175	1296	1443	1221	1279	1000	1250
Light Rail Division	2943	2799	3106	3045	2686	2890		
Breda Light Rail	3276	3266	3547	3455	3128	3328	3000	3500
PCC	1496	1268	1507	1465	1148	1309	1250	1250
Cable Car	5631	5965	5402	4869	6387	5658	5000	5500

b. SYSTEM PERFORMANCE

1b. Passengers carried by mode

GOAL: To increase the number of passenger boardings by mode.

Purpose: Measurement of the ridership.

Definition of Measurement: Annual measurement of the number of passengers who board the Muni's revenue vehicles. A passenger is counted each time they board a vehicle, even though they may be on the same journey from origin to destination. Data will be reported to the board on a quarterly basis.

Method of Measurement: Ride checkers are utilized to count the passenger boardings.

Milestones:

FY2004
224 Million Passenger Boardings

Mode	Annual Ridership Passenger Boardings			
	FY00	FY01	FY02	Improvement
Motor Coach	96,394,514	96,032,546	98,252,610	
Trolley Coach	78,460,995	80,868,518	78,773,571	
Light Rail Vehicle	41,610,040	49,698,816	47,898,268	
Cable Car	9,206,298	8,312,945	7,729,162	Goal for FY02 was to increase by 2%
TOTAL	225,671,847	234,912,825	232,653,611	

2b. Fare revenues generated by mode

GOAL: To achieve $117 M in fare revenue.

Purpose: Measure fare revenue by mode, as well as by general Fast Pass sales.

Definition of Measurement: Fare revenue collection on board revenue vehicles, sales of Fast Pass, sales of individual tickets at POP stations and special 1, 3 and 7 day pass sales, Weekly Fast Pass, Cable Car Souvenir Tickets, Bart Plus, Tokens, Adult Passes, Youth Passes, Senior Passes, Ballpark and Special Event Passes, Regional Passes, etc.

Method of Measurement: Cash fares are collected electronically on board all revenue vehicles (with the exception of Cable Car), utilizing the Cubic Farebox system. In Cable Car, a manual fare collection system along with sale of special passes is utilized. POP stations sell tickets at the platform.

Milestones:

FY2004
Achieve $117 M

Mode — Annual Cash Fare Summary

	FY00	FY01	FY02	Improvement
Motor Coach	$15,067,705	$15,949,862	$14,079,936	
Trolley Coach	$13,881,967	$13,431,373	$12,104,879	Goal for FY02 was
Light Rail Vehicle	$8,542,470	$ 8,254,448	$8,300,364	to increase by
Cable Car	$12,835,482	$12,385,518	$11,045,770	$1.6M
Fast Pass Sales	$45,427,773	$47,537,277	$45,659,002	
Other Fare Media	$5,554,630	$ 5,731,066	$6,038,858	
Paratransit Revenue	$764,616	$ 865,741	$1,010,027	
TOTAL	$102,074,643	$104,155,285	$98,238,836	

3b. Hours and Miles operated by mode

GOAL: To increase hours and miles operated by mode.

Purpose: Measure the distribution of miles and hours traveled by mode.

Definition of Measurement: The miles and hours that vehicles travel while in revenue service. Vehicle revenue miles and revenue hours exclude travel to and from storage facilities, training operators prior to revenue service, road tests and deadhead travel, as well as charter service.

Method of Measurement: Reported from schedules, excluding any service interruptions or special additional service.

Milestones:

FY2004
Revenue Hours Goal:
3.5 M hours
Revenue Miles Goal:
25 M miles

Mode	Annual Revenue Hours and Miles							
	FY00		FY01		FY02		Goal for FY02 was to increase by 1.2%	
	Hours	Miles	Hours	Miles	Hours	Miles	Improvement	
							Hours	Miles
Motor Coach	1,377,052	12,395,536	1,405,682	12,477,997	1,544,416	13,427,575		
Trolley Coach	1,014,636	7,064,874	1,015,643	7,024,834	1,056,197	7,281,249		
Light Rail Vehicle	474,018	4,314,232	518,097	4,738,100	571,349	5,463,509		
Cable Car	129,672	523,642	128,899	494,650	135,581	441,265		
TOTAL	2,995,378	24,298,284	3,068,321	24,735,581	3,307,543	26,613,598	7.8%	7.6%

4b. Budget versus Actual ➳

GOAL: Expenses by mode in Fiscal Year 2004 budget to remain within budgeted amount.

Purpose: Measure the cost of producing revenue service by division as well as budget adherence.

Definition of Measurement: Expenses collected by mode.

Method of Measurement: Budget expenses by are tracked by line item and section, but are rolled up into division annually. Data will be reported to the board on an annual basis.

Milestones:

FY2004
Within Budget

c. STAFFING PERFORMANCE

1c. Net vacancies by position (vacancies remaining once promotions and new hires have been deducted from retirees or resignations) for each division.

GOAL: No greater than 5% vacancy rate

Purpose: Efficiency level of the department in hiring.

Definition of Measurement: Monthly measurement of net vacancies against budgeted positions by division.

Method of Measurement: The Vacancy Report will be the basis of the data reported to the board on a quarterly basis.

Milestones:

FY2004
5%

2c. Attrition rates for new employees, by division and level.

GOAL: No greater that 10%

Purpose: Measurement of effectiveness of recruitment and employee satisfaction by the rate of voluntary separations for new employees.

Definition of Measurement: Number of employees by division and class who are released during probationary period or who are voluntarily separated during probation. Will break down attrition within probationary period, as well as attrition one year after hire. Data will be reported to the board on a quarterly basis.

Method of Measurement: Vacancy Report will provide data for quarterly reporting.

Milestones:

FY2004
10%

d. CUSTOMER SERVICE

1d. Development of an annual marketing plan identifying specific programs and projects that will promote increased patronage.

GOAL: To develop an annual Marketing Plan by January 1, 2004

Purpose: To produce a variety of marketing tools that will provide the Public with an incentive to utilize the services of Muni.

Definition of Measurement: Marketing Plan developed.

Method of Measurement: Marketing Plan completed and approved for implementation.

Milestones:

FY2004
Jan. 1, 2004

2d. Publication and distribution to the public of schedules for all trips taken by all vehicles which shall consist of specific arrival times at terminals and established intermediate points.

GOAL: Publish a complete timetable during FY2003.

Purpose: Provide riders with an updated schedule.

Definition of Measurement: Publication and distribution schedules for all trips taken by all vehicles which shall consist of specific arrival times at terminals and established intermediate points.

Method of Measurement: Distribution of the timetable to the public. Muni is in the process of reviewing the schedules of all the lines. Once the review is complete, we will publish schedules for individual lines, as well as an updated system-wide schedule.

Milestones:

FY2004
Publish Timetable

3d. Operator conduct complaints and their resolution, by complaint, consistent with due process and required confidentiality. ➳

GOAL: 75% of all Passenger Service Reports will be resolved in 30 days and 10% reduction of Passenger Service Reports annually.

Purpose: Monthly measurement of customer satisfaction with the agency as well as measuring the effectiveness of internal process to address the complaints

Definition of Measurement: Muni will make available a summary of complaints received, resolved and outstanding on a quarterly basis. Will replace Minor and Major categories with: Three Categories of Operator Complaints

a. Dismissed/No Merit
b. No Action/Possible Merit
c. Action Taken/Repeated Reports

Will change Miscellaneous Complaints to Miscellaneous Employees and will add Commendations.

Method of Measurement: Data provided from the Passenger Service Report Unit and will be reported to the board on a quarterly basis.

Milestones:

FY2004
75% within 30 days & 10% annual reduction

FY04 Goals will be based on a percentage improvement of year-end achievement.

Passenger Service Reports Quarterly Report

Type of Complaint	Complaints				OPEN				CLOSED				FYTD Closed
	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q	
Operator Complaints Requiring Follow-Up	631	612	489	479	66	76	80	27	565	536	409	452	1962

Of the 479 Operator complaints requiring follow-up, **124** were recommended for neutral hearings of which **97** or **78%** were closed within the timeframe.

	1st Q	2nd Q	3rd Q	4th Q	FYTD
Other Operator	1430	1185	1176	1296	5087
Service	836	724	711	836	3107
Vehicle	78	75	67	63	283
ADA	151	136	164	121	572
Criminal Activity	112	116	102	103	433
Miscellaneous Complaints	412	319	347	218	1296
TOTAL	3,650	3,167	3,056	2,637	12,740

Target	FY 99 Actual	FY 00 Actual	FY 01 Actual	FY 02 Actual	FY03 GOAL	YTD PSR's	FY03 YTD +/-	FY04 GOAL
Reduce PSR's by 10%	12,456	11,674	12,931	13,373	**12,036**	12,740	+704	11,466

4d. Annual passenger surveys and follow-up by management.

GOAL: Conduct a Rider Survey and an Employee Survey.

Purpose: Measure the level of satisfaction of both transit riders and employees. Use the results of the survey to implement improvements.

Definition of Measurement: Muni will conduct an annual survey of riders and hold focus-group meetings to determine riders' sentiments and concerns. Surveys will include an Employee Survey along with a Rider Survey.

Method of Measurement: Successful completion of the surveys prior to the end of FY2002 and present findings of surveys to Board and Citizens Advisory Committee.

Milestones:

FY2004
Conduct Rider & Employee Survey

5d. Improvements in public information regarding vehicle delays during operations as well as general user information regarding system modifications, route changes, and schedules.

GOAL: Improve Passenger Information

Purpose: Improve passenger information by communication of service problems and other information to each vehicle, the station platforms, the Telephone Information Center, media and the Service Hotline, and assess.

Definition of Measurement: Assess current practices, develop and implement improvement plan.

Method of Measurement: Plan completed and implemented.

Milestones:

FY2004
Plan completed and implemented

6d. Efforts to improve driver training, technical as well as accident follow-up.

GOAL: 50,000 hours of Driver Training per year and 5% reduction in accidents

Purpose: Reduce accidents through effective operator training programs as well as effective accident follow-up training.

Definition of Measurement: Monthly measurement of the number of training hours by type of class. Track reduction in accidents as a result of more effective operator training and accident retraining.

Training hours will be tracked for the following areas:

- New Operator Training
- Immediate Follow-up Rides
- One Day Accident Retraining
- Two Day Accident Retraining
- Verification of Transit Training
- Operator Refresher
- Passenger Relations/Conflict Training
-

Method of Measurement: Number of FTA reportable accidents and training hours. Data will be reported to the board on a quarterly basis.

Milestone:

FY2004
50,000 hours/ 5% Accident Reduction

Operator Training - Achieve 50,000 Hours FY02/03

Class Description	1st Q Hours	2nd Q Hours	3rd Q Hours	4th Q Hours	FYTD Hours
New Operator Training	18,568	10,208	4,037	10,872	43,685
Immediate Follow-Up Rides	427	1,454	983	234	3,098
Accident Retraining	500	648	1,080	608	2,836
Verification of Transit Training	3,816	3,096	4,896	4,648	16,456
Violence in the Workplace	162	120	45	69	396
GSU Training Rail Equipment	1,120	88	2,141	592	3,941
GSU Training Bus Operation	0	0	0	4,824	4,824
Refresher Training Rail Equipment	216	216	1,088	72	1,592
Rail Compliance Checks	996	2,598	204	10	3,808
Re qualification	674	203	464	122	1,463
Total	26,479	18,631	14,938	22,051	82,099

5 % ACCIDENT REDUCTION IN ACCIDENTS (PASSENGER & VEHICLE)

	FY01 Actual	FY02 Actual	1st Q	2nd Q	3rd Q	4th Q	FY Actual	FY GOAL	FYTD +/-	FY04 GOAL
Reduce Accidents by 5%	3,043	2,913	883*	797*	682*	604	**2,966**	**2,767**	**+199**	**2,818**

7d. Number of crime incidents on Municipal Railway vehicles or in Municipal Railway facilities.

GOAL: Reduction of 5% from previous year.

Purpose: To measure the crime rate on transit vehicles.

Definition of Measurement: Quarterly, we report on all categories of crime incidents with the corresponding quarter for the previous year with a % change.

Method of Measurement: Data is collected daily by the Muni Transit Police. Data will be reported to the board on a quarterly basis.

Milestones:

FY2004
5%

FY04 Goals will be based on a percentage improvement of year-end achievement.
FY04 GOAL is 2281

Muni Related Incident Report
FY02/03 Goal 2,522 Incidents

	FY00 Actual	FY01 Actual	FY02 Actual	1st Q	2nd Q	3rd Q	4th Q	FYTD
Aggravated Assaults	0	0	16	N/A	N/A	N/A	N/A	N/A
Alarm	6	5	210	62	42	41	37	182
Alarm - No Merit	62	44	20	1	0	0	0	1
Arson	1	1	1	0	0	0	0	0
Auto Theft	1	0	0	0	0	0	0	0
Battery Operator	0	0	151	7	9	7	12	35
Battery	N/A	N/A	N/A	15	14	16	17	62
Bomb	0	0	0	0	0	0	0	0
Bomb Threats	1	0	2	1	0	0	0	1
Burglary	0	0	0	0	0	0	0	0
Disturbance/Disorderly Conduct	961	1004	779	202	210	206	241	859
Drunk Person	360	344	275	61	42	68	45	216
Fare Evasion	77	66	16	6	4	8	5	23
Graffiti	78	84	37	4	7	6	0	17
Grand theft	28	4	3	0	1	0	0	1
Homicide	0	0	0	0	0	0	0	0
Insane Person	39	28	8	0	0	0	0	0
Malicious Mischief	66	73	63	17	6	12	14	49
Malicious Mischief Window	436	446	219	34	51	40	44	169
Operator Assault	64	47	23	1	4	7	4	16
Operator Threats	22	14	4	1	3	5	1	10
Op Passenger Altercation	0	0	2	0	0	0	0	0
Passenger Aggravated Assault	99	71	42	9	15	2	3	29
Person on Drugs	13	4	2	1	0	0	0	1
Pickpocket	80	611	687	130	121	220	220	691
Prejudice Based	2	1	0	0	0	0	0	0
Robbery	44	49	48	5	8	8	9	30
Sex Crimes	2	5	23	1	0	1	0	2
Shots Fired	1	2	1	0	0	0	0	0
Shot Fired BB Gun	3	1	0	0	0	0	0	0
Larceny/Theft	11	13	8	1	0	1	0	2
Trespassing	5	10	12	1	0	0	0	1
Weapons Confiscated	1	0	3	0	1	0	0	1
Misc.				1	1	0	1	3
TOTAL	2,463	2,927	2,655	561	539	648	653	2401

e. EMPLOYEE SATISFACTION

1e. Number of grievances

GOAL: Report quarterly on the number of grievances.

Purpose: Record and monitor the status of all grievances.

Definition of Measurement: Quarterly reports will include number of new grievances filed, resolved and active, by division.

Method of Measurement: Internal tracking system will be used to provide data for the board on a quarterly basis.

Milestones:

FY2004
Quarterly Report

2e. Speed of resolution of grievances

GOAL: Resolve 75% of internal grievances within 30 days.

Purpose: Measure the effectiveness of the Labor Relations in the resolution of grievances.

Definition of Measurement: Monthly measurement of the resolution of grievances.

Method of Measurement: Internal tracking system will be used to provide data for the board on a quarterly basis.

Milestones:

FY2004
75% within 30 days

3e. Longevity of employment

GOAL: Provide an annual report of the longevity of employment.

Purpose: Track and report on the longevity of employment.

Definition of Measurement: Monthly tracking of the number of employees that leave through retirements, terminations and promotions.

Method of Measurement: Produce an annual report that shows the longevity of employment by classification, including Years of Service.

Milestones:

FY2004
Annual Report

4e. Employee Recognition

GOAL: Annual achievement of honorees in the following programs:

- (12) Systemwide Operators of the Month Award
- (4) Transit Supervisor's of the Quarter Award
- (4) Finance & Admin Employee's of the Quarter
- (12) Maintenance Employees of the Month
- (4) Maintenance Supervisors of the Quarter
- (4) Safety & Training Employee of the Quarter
- (4) Accessibility Employee of the Quarter
- (5) Safest Shop of the Quarter/Year Award and more

Purpose: To recognize the achievements of employees and encourage excellence in job performance

Definition of Measurement: Monthly tracking of all award programs. Award program criteria vary for the above. A detailed nomination evaluation process exists on file for each program. Criteria for non-operator awards includes, but is not limited to employee's Performance evaluation, attendance, work performance, absence of disciplinary and or EEO measures. For Operator awards, attendance records, accident records, PSR's and safety records are used to evaluate the candidate.

Method of Measurement: A detailed nomination evaluation process exists on file for each program and the time frame measured is generally on a rolling 12 month basis. Some of the criteria includes employee's performance evaluation, attendance, work performance, absence of disciplinary and or EEO measures. Data will be reported to the board on a quarterly basis.

Milestones:

FY2003
Annual Achievement

5e. Employee education and training opportunities

GOAL: Provide approximately 20 hours per FTE.

Purpose: Provide continuous opportunities for employee development

Definition of Measurement: Training hours will be tracked monthly for the following areas:

- Maintenance Training (including new revenue vehicle training)
- 7 Habits of Highly Effective People
- Ambassador Training
- Supervisory Skills Training
- Management Skills Training
- Violence in the Workplace
- Desktop Computer Training
- Additional training as developed

Method of Measurement: Track number of hours by type of training. Data will be reported to the board on a quarterly basis.

Milestones:

FY2004
Provide approx. 20 hours per FTE

Summary of Employee Training - Achieve 50,000 Hours

Class Description	1st Q	2nd Q	3rd Q	4th Q	FYTD Hours
MAINTENANCE TRAINING					
Maintenance Rule Book Training	350	0	0	0	350
ETI Trolley Coach Training	576	0	110	0	686
Geneva Car Barn Training	230	180	153	438	1001
PCC and Schematics Training	0	416	0	0	416
Lift Truck / Instructor Training/ Forklift Operation	64	272	152	32	520
Hazardous Materials Training	77	0	0	0	77
Sub-Total Maintenance Training	**1297**	**868**	**415**	**470**	**3050**
ADMINISTRATIVE TRAINING					
Management Retreats / Training Module" Living the Mission"	30	1200	1175	654	3059
Preventing/Responding to Workplace Harassment	0	33	57	324	414
Ambassador Training	1408	2598	720	0	4726
City College Training-Career Ladder Courses	1555	1909	1699	1297	6460
Sexual Harassment	46	0	0	171	217
EEO for Managers and Supervisors	0	0	0	0	0
Drug & Alcohol Training – Supervisors	9	120	26	14	169
Drug & Alcohol Training - Employees	178	89	72	54	393
Violence in the Workplace	245	237	0	0	482
Preventing Workplace Violence and Managing Anger	0	78	198	105	381
ADA	0	0	0	75	75
Managing Workplace Diversity	0	0	54	132	186
Line Trainer's Training	304	0	48	0	352
Health & Safety Training	686	124	218	164	1192
Emergency Preparedness	500	252	1314	88	2154
Brown Bag Lunches (Construction/Capital)	112	75	0	0	187
Desktop Computer Training	468	581	598	314	1961
Network/Database	234	0	16	0	250
SHOPS Training	0	2029	1160	2224	5413
Other Training	0	120	0	0	120
Sub-Total Administrative Training	**5775**	**9445**	**7355**	**5616**	**28191**
Sub-Total Maintenance Training	**1297**	**868**	**415**	**470**	**3050**
Total	**7072**	**10313**	**7770**	**6086**	**31241**